



**Registers
of Scotland**
ros.gov.uk

Corporate Plan 2022 to 2027



VISION

To be a digital registration and information business trusted for our integrity.



VALUES

- **Impartial**
- **Forward thinking**
- **Customer focused**
- **Professional**



Foreword

Jennifer Henderson,
Keeper of the Registers of Scotland

Fit for the future

Our Corporate Plan 2022-2027 creates a clear vision and pathway that supports RoS' ambition to deliver increasing value and benefits for Scotland's people, economy and environment. It moves us into a place where we will have the capacity to embrace exciting opportunities and introduce new products and services.

We remain committed to delivering core services that safeguard the nation's land and property assets, that maximise the benefits of digital improvements for our customers and ensure that these are on a firm footing to allow us to absorb periods of high demand in the property market.

This corporate plan outlines how RoS will adapt to new opportunities and continually improve to provide reliable, responsive public services that help the Scottish economy to be stronger, greener and fairer.

By adding complementary approaches to our more traditional routes to register, we are confident that we will be able to deliver the benefits of a completed Land Register in the most cost-effective manner. This will provide quick and smooth transactions for our customers, and increase insight into the ownership of Scotland's land.

Our award-winning digital solutions are making the process of registering land and property more accessible, accurate, sustainable and safer. The ongoing roll-out of digital products and services will continue to be developed in close collaboration with stakeholders and shaped by our customer-centred design principles.

As we move towards and beyond 2024, there will be significant change across our teams; in how we carry out our tasks, develop our skills and continue to support our customers and stakeholders. These changes will enable RoS to deliver the most effective, efficient, sustainable and high-quality service for our customers. They will also support the wellbeing and development of colleagues, make RoS more diverse, inclusive and representative of the nation we serve.

I am confident that working in partnership with colleagues, union representatives, customers, stakeholders and citizens, we have the capability to succeed. It is testament to the effectiveness of this collaborative approach that we are in a position to build on what we have achieved in recent years and look forward with the firm belief that we can deliver our ambitious plans for the next five years and beyond.

The work outlined in this corporate plan will deliver a RoS that is highly effective today and fit to embrace the challenges and opportunities of the future. I look forward to working with you to deliver this vision.

“ We remain committed to delivering core services that safeguard the nation's land and property assets that maximise the benefits of digital improvements for our customers and ensure that these are on a firm footing.”

Fit for the Future

Our priorities are our customers and colleagues. So we will:

- Deliver the benefits of a completed Land Register,
- Reduce the number of older cases and overall stock,
- Increase cases done within 35 days,
- Deliver new registers,
- Make sure our people, processes, policies and products are fit for the future.

Our Strategic Objectives

Our six strategic objectives are set out on the following pages detailing why we are committed to delivering them and how they work with our priorities. They also illustrate how we support the work of the wider Scottish Government and fellow public bodies. There is also further detail on the activities that we are undertaking to achieve the strategic objectives, and as there is cross over between them, we have only featured the main activities for each one. We also show how we are stretching to success and how we will measure it. To help illustrate what success does and can look like, we have also shown the impact that these activities have had using graphics at the top of the strategic objective table.

Finally, at the very end of the corporate plan, we have put in a timeline to demonstrate what these changes might feel like for you - whether you are a customer, a stakeholder or a colleague.

“Eliminating poverty and boosting shared prosperity; increasing food security; facilitating urbanization; addressing climate change; increasing resilience and reducing fragility; reducing inequality and exclusion of vulnerable groups; and protecting the rights of minors and women in health crisis, all depend on secure land and property rights”

source: World Bank April 2021



Strategic Objective 1:
Deliver the benefits of a completed land register



Strategic Objective 2:
Deliver more benefits to Scotland by providing innovative and accessible land and property data



Strategic Objective 3:
Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied



Strategic Objective 4:
Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation



Strategic Objective 5 (New):
Be an effective and efficient delivery organisation



Strategic Objective 6 (New):
Be a future focused organisation



Strategic objective 1:

Deliver the benefits of a completed land register.

Value of transactions 2021
£18.5bn

completed cases within **35** days

2.1 Million addresses on the Land Register

Land Mass ↑

Why?		How will we do this?	
	Reliable turnaround times so customers know when they will get their registration back		Increase automation of new applications to free up staff to tackle older stock
			Maintain customer confidence by clearing the older stock of work
	Quick and efficient land and property transactions that support a thriving Scottish economy		Provide customers with reliable timeframe for the completion of standard case work
			Work with customers to agree individual timeframe for complex casework
	Data and insight available so anyone can answer the question 'who owns Scotland?'		Increase online access for professionals and the public to information about who owns Scotland

	Improving turnaround times and visibility of work in progress	<p>Our aim is to stabilise then reduce the volume of stock through despatching the majority of new applications within a reliable and consistent timeframe, this is currently set at 35 days to match our Advance Notice period.</p> <p>We will continue to complete registration of older cases as quickly as possible, prioritising those cases where customers request that they be expedited.</p>
	Functional Completion	<p>Most properties likely to transact will be on the Land Register by the end of 2024. Any applications that come in after that date will be completed within a 35-day turnaround, unless a bespoke timeframe is agreed with the customer for the few remaining complex cases.</p> <p>This will provide a comparable service for customers, regardless of whether the land or property is already on the Land Register.</p>
	Unlocking Sasines	<p>We will provide information on land and property which is unlikely to transact by matching spatial data to Sasines records. This will also make Sasine information more accessible to professionals whilst the Land Register is completed.</p>

Key Performance Indicators			
<p>Clear 2,000-5,500 pre-2022 cases from the stock each quarter</p> <p>Reduce the average age of the stock of cases</p>	<p>By March 2023, majority of new cases despatched within 35 days</p> <p>DWs 85% FRs 75% TPs 65%</p> <p>By March 2027 all of these applications will be completed within the optimum timeframe or bespoke timeframe agreed individually with the customer</p>	<p>Land Mass coverage - Who Owns Scotland?</p> <p>We will have 85% land mass coverage at March 2023 and over 90% by December 2024 through land registration and unlocking sasines</p>	<p>Functional completion: we will have achieved 88% of a functionally complete Land Register by March 2023, and by December 2024, a functionally complete Land Register where all applications will either be on the Land Register or be completed within the optimum timeframe or otherwise agreed individually with the customer</p>

Scottish Government National Performance Framework



Our Processes

Our Key Performance Indicators (KPIs) exist, along with other performance measures, to focus our efforts and provide assurance that we are moving in the right direction at the right pace. They tell only part of the story and we have an ambitious programme of changes and improvements prioritised and managed by our Service Alignment Team (SAT) who report directly into our Executive Management Team (EMT). Investing in product development and process efficiencies, working closely with our customers and partners such as the Law Society of Scotland, are essential elements in improving our offering and experience for customers, and getting RoS fit for the future. This centralised coordination of work is now in its fourth year of delivery and is planned to continue for the duration of this plan.



Strategic objective 2:

Deliver more benefits to Scotland by providing innovative and accessible land and property data.

Reports



Number of ScotLIS hits

1.6m
number of business visits to ScotLIS

2.7m
number of citizen visits to ScotLIS

Why?		How will we do this?	
	Increase in data use with more automated sourcing of data requires improved data quality, categorisation and structure		Provide governance and infrastructure enabling the restructuring of live data into consumable data products and services through our data warehouse
	To provide data in a way and format that suits customer needs		Formalise automation of data products, services and official statistics prioritised for our customer's benefit
			Continuously improve the quality, structure, delivery, licencing of our data and cost to serve fee structure, while identifying new data products, services and reports based on customers, academics, innovators and policy maker's needs

Key Performance Indicators	Other measures:
 Quality (Applications) 93%	 Quality (Data Points) 99%

Scottish Government National Performance Framework





Strategic objective 3:

Develop and deliver digital improvements that support a sustainable business where the needs of our customers are fully satisfied.



Why?		How will we do this?	
	Our customers want the convenience of digital services and confidence that these will be quick and easy to use		Grow the use of our digital options – <ul style="list-style-type: none"> Digital Discharge Service, Register Land and Property
	Increase ability to provide excellent customer service		Develop more functionality to existing online services such as ScotLIS
	Support our role in delivering strong and responsive public services		Ensure robust, secure and sustainable IT systems keep pace with changing requirements and threats
			Upskill colleagues across RoS with customer-facing roles
			Develop use of customer insight to improve service provision

Key Performance Indicators



We have moved to the Institute of Customer Service Business Benchmarking Survey to capture a new measure called Customer Satisfaction Index.

Our target is to achieve a Customer Satisfaction Index of at least 78 by March 2023 (above the public sector average) and increasing this by between 0.5 and 1.0 each year.

Scottish Government National Performance Framework



Innovative Business



Spend on research and development



Entrepreneurial activity



Carbon Footprint



Scotland's Reputation



International Networks

Our customers and products

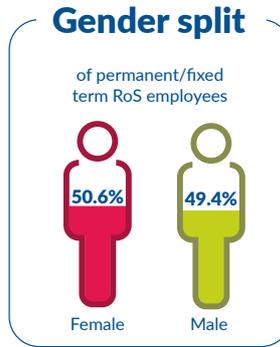
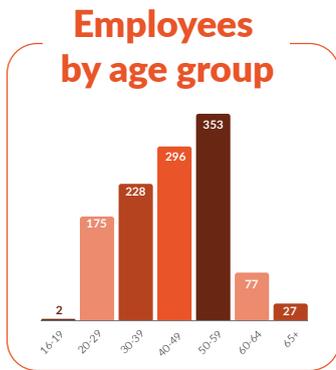
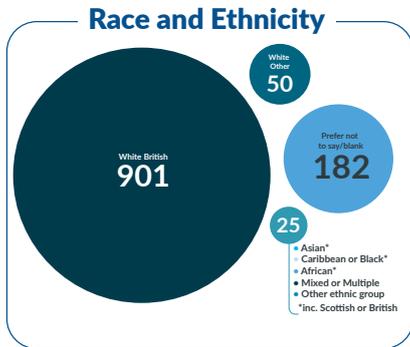
We are very proud of our advances in building better online services for our customers so that wherever they are on their digital transformation journey, they can access our services and realise benefits from time saved, resource reduction and increased self service functions available at their convenience. We measure the success of these efforts through our capturing of customer effort and customer satisfaction scores. We recently moved across to the Institute of Customer Services business benchmarking survey to allow for more in-depth insights and the ability to compare directly to other firms and public sector organisations who participate in this survey. The much greater insight we get from this survey will be used to inform ongoing business and customer service improvements. A key element of success is working in partnership with customers through initiatives such as our user experience panel and the digital registration services customer group.

We are also emphasising the importance of customer focus throughout our people development and recruitment activities to ensure that customer empathy and focus is at the heart of everyone's role.



Strategic objective 4:

Inspire our people to adapt, grow and innovate to empower a thriving, and inclusive organisation.



Why?		How will we do this?	
	A talented, engaged and energised workforce is essential to successful delivery across all our strategic objectives		Attract, retain and retrain the workforce we need with skills for now and the future
	By supporting the development and empowerment of our colleagues we can consistently deliver excellent customer service		Build on a culture of equality, diversity and inclusion
			Continue our Grow Our Own programme of developing talent throughout RoS with a focus on future skills
			Grow our leadership skills across RoS
			Evolve our robust and transparent performance management approach
			Support wellbeing, engagement and increasingly flexible ways of working

Key Performance Indicators	Other measures:
 Civil Service People Survey (CSPS) Engagement: Over 68% by Dec 2022 CSPS participation rate: Over 71% by Nov 2022	 To retain Gold status in our Investors in People Award

Scottish Government National Performance Framework



Gender balance



Workplace learning



Employee voice



Employees on a living wage



Mental wellbeing



Public Services treat people with dignity and respect

Our People

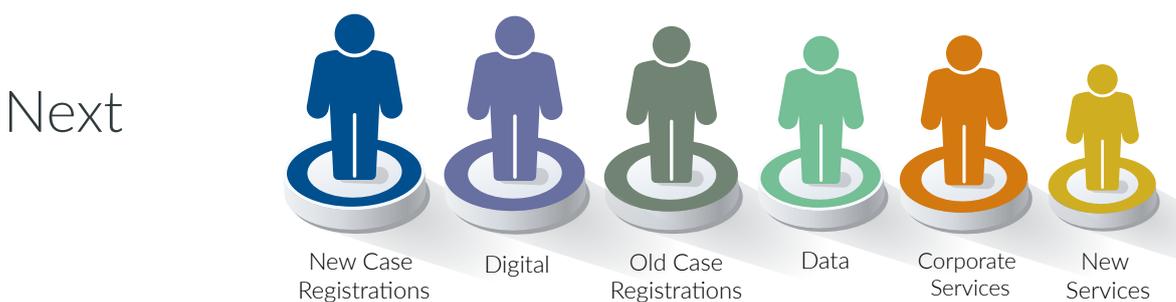
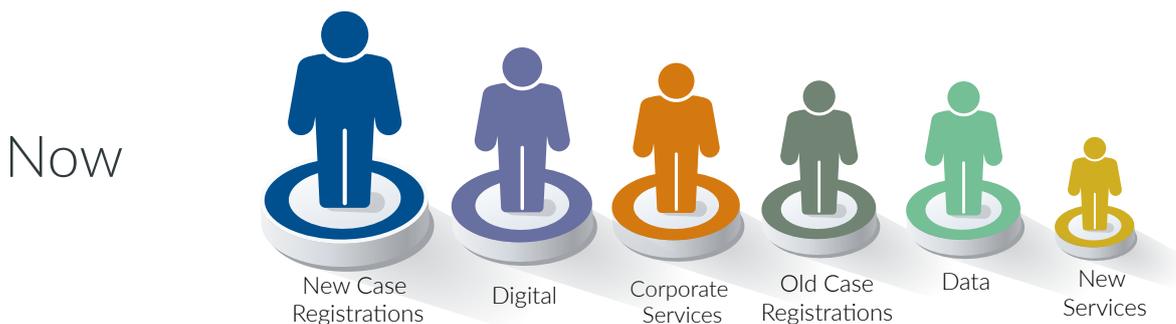
The size and shape of the RoS workforce will change throughout this corporate plan. We will develop and adopt digital and process improvements that will increase functionality for our customers and support a reduction in staff numbers towards the end of the period of this plan. We will continue to invest in the learning and development of our people to equip them to reach their full potential in their current roles, or transition to other roles that emerge as the result of organisational change in RoS or elsewhere.

Investment in process and digital improvements means that more of the tasks associated with newer casework are now becoming obsolete or automated. The area that will benefit the most from these improvements will be our registration teams. This function is split between those dealing with new casework and those dealing with older casework. These planned efficiencies allow us to support our primary goal of not allowing new cases to become part of the backlog and will free up colleagues to move into the teams working to clear the older casework.

Automation is reducing manual tasks in other parts of RoS too. We can upskill people released from administrative tasks to support existing or new services, such as the Register of Persons Holding a Controlled Interest in Land (RCI). We have also been able to design and implement a successful 'Grow Our Own' development programme to enhance colleagues' technical skills and reduce our need for contractors, which will increase our operational resilience.

As we work with colleagues to provide them with the skills and autonomy to thrive in RoS, we are looking for them to be proactive and take responsibility for their career development. A culture in RoS of positivity and striving to deliver for our customers is an ambition woven throughout our people development plans and supports the strategic objective to inspire our people to adapt, grow and innovate to empower a thriving and inclusive organisation.

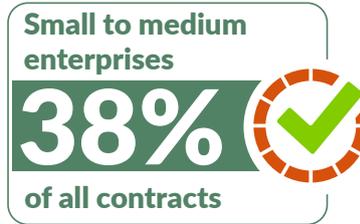
Below is a graphic that illustrates the changes to the size and shape of our workforce during the timespan of this corporate plan.





Strategic objective 5:

Be an effective and efficient delivery organisation.



Why?		How will we do this?	
	We want RoS to deliver excellent services – both statutory and non-statutory	Ensure income earned by RoS fully covers the cost to serve our customers	
		Improve our products, processes and people to support more efficient and effective working practices	
	We aim to provide strong responsive public services that support the Scottish Government's National Performance Framework	Launch the Register of Persons with a Controlled Interest in Land (RCI) in April 2022	
		Build and launch the Register of Moveable Transactions if approved by the Scottish Parliament	
		Support the adoption of hybrid working empowering colleagues to be flexible to deliver business outcomes	
		Continue to focus on wellbeing to help build a well, engaged, and high-performing workforce	

Key Performance Indicators	Other measures:
 RoS will achieve and maintain a break-even financial position	 Carbon footprint reduction: Reduce by a further 11% by March 2023 Unit cost reduction on statutory services of 3% year-on-year Achieve a gross profit on non-statutory services of 5%

Scottish Government National Performance Framework

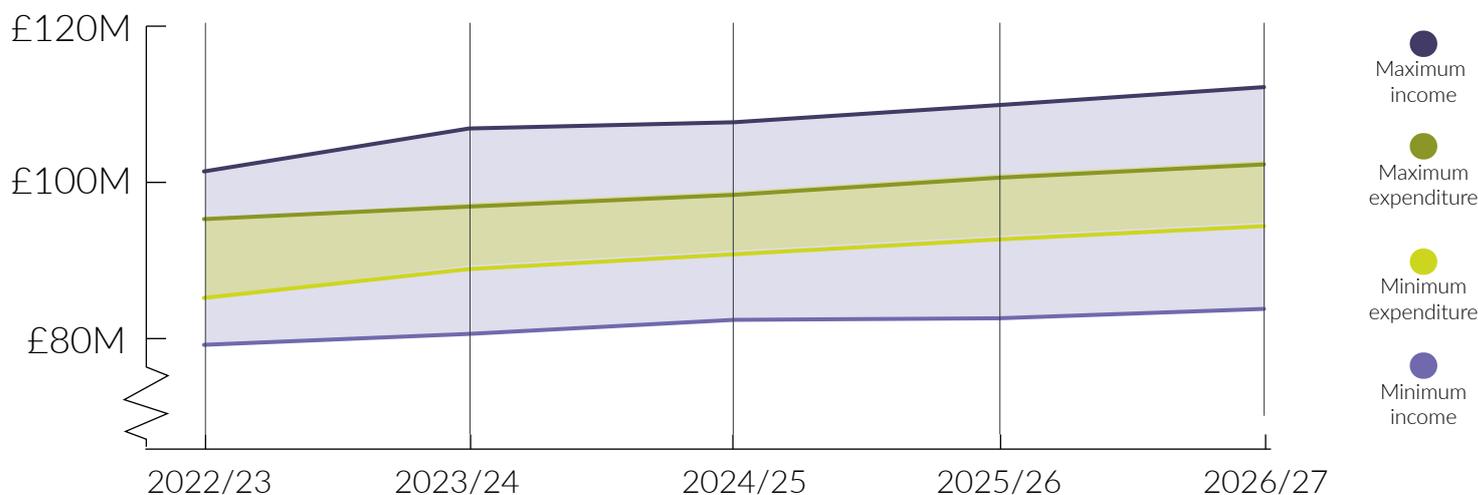


Our Finances and Sustainability

We regularly review our forecast financial position, and we have agreed a projected five-year financial plan with the Scottish Government. This feeds into the Resource Spending Review Framework and the Infrastructure Investment Plans published by the Scottish Government.

We will continue to deliver effective services for the people of Scotland along with supporting the Scottish Government in developing sustainable public finances. Our strategic objectives will support the Scottish Government’s priorities of securing a stronger and fairer economy and the delivery of stronger and more responsive public services.

We will continue to review our position every six months to allow us to recalibrate depending on what impact a changing property market and other wider economic factors have on our income forecasts. To reflect the ebb and flow of the volumes of work that come in and are despatched, we are presenting our financial projections using three scenarios: central, maximum and minimum. As illustrated below, for 2022/23, we forecast that income will match current expenditure in the central scenario, at around £90 million. In the minimum scenario, we will have a loss of around £6 million, as expenditure exceeds income, and in the maximum scenario we will have a surplus of around £6 million, as income exceeds expenditure.



Income and Expenditure Projections Graph

This graph illustrates the range of income (blue shading) that RoS anticipates each year; the greatest factor driving variances is the housing market. Some RoS expenditure varies according to the volume of work it undertakes, this is shaded green.



Strategic objective 6:

Be a future focused organisation

**GEOVATION
SCOTLAND**
supporting innovation to
benefit Scotland

Innovation

**Multi-skilled
employees**

Why?		How?	
	Once we have delivered on the initial priorities in this plan - we will be in a position to embrace further opportunities		Develop our people to be able to tackle and deliver on our changing work and processes
	We will work with others to identify and prepare the foundations for future opportunities that will support the Scottish Economy		Build innovation into our daily work so we are ready to embrace upcoming challenges
			Work across RoS and with our Board and stakeholders to identify future opportunities

Scottish Government National Performance Framework



Innovative
Business



Economic
Growth



Economic
Participation



International
Networks



Scotland's
Reputation



Spend on
Research and
Development

What we think our customers and colleagues will say about the improvements being brought in throughout this corporate plan.

